



2025-2028 Strategic Plan

DRAFT

A Message From Our CEO

Natividad's mission is to continually monitor and improve the health of the people, including the vulnerable, in Monterey County through coordinated, affordable, high-quality health care. It is at the core of who we are and everything we do for our patients, community and staff.

With our mission at the center, Natividad has been on a journey of collaboration and analysis in developing our strategic plan. We've gathered input from many stakeholders and leaders, and the strategic plan reflects the culmination of these conversations and collective efforts. It encompasses our principles, ambitious goals, strategies and outcomes that will guide Natividad's direction over the next three years and beyond.

Nothing is more vital to us than continuing our path to excellence in providing equitable, world-class health care to everyone in Monterey County. Our strategic plan prioritizes person-centered care, service excellence, health equity and a mission-driven workforce.

We are excited about the opportunities that lie ahead and are committed to updating you on our progress and achievements. Together, we are inspiring healthy lives.

Best regards,



Chad Harris, MD
Natividad CEO



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The County of Monterey Health System

Our exceptional team serves each patient and our communities



Person-Centered Care

We provide the highest-quality care that is compassionate, tailored to each patient and their loved ones and accessible to all.



Community-Focused Care and Services

We improve the health, wellness and quality of life of all Monterey County community members and work to achieve health equity.



Highest-Quality Health Care

We provide responsive, evidence-based primary and specialty care, mental health and substance use services, as well as emergency, trauma and hospital services.



Wellness + Community Leadership

We support individuals and families to be healthy by meeting them where they are with preventative care and health education. We also engage residents in making decisions that shape their communities.



Healthy Communities

We work collaboratively within and across communities to make Monterey County a safe and healthy place.



About Us

Natividad is a state-of-the-art hospital and Level II Trauma Center dedicated to improving and inspiring healthy lives. As part of the County of Monterey Health System, Natividad is proud to offer compassionate, high-quality health care services to every person in Monterey County, regardless of their ability to pay, their immigration status or the language they speak. Located in Salinas, California, and founded in 1886, Natividad offers a wide range of inpatient, outpatient, emergency, diagnostic and specialty medical care for adults and children. One of UCSF's original affiliate residencies, Natividad is the only teaching hospital in Monterey County. Natividad's Family Medicine Residency program provides full-spectrum training to prepare graduates to meet the needs of underserved communities.

**At Natividad, we
provide care with a
purpose and passion.**



Our North Star

Mission

To continually monitor and improve the health of the people, including the vulnerable, in Monterey County through coordinated, affordable, high-quality health care.

Vision

To be a health care delivery system that collaborates with other providers to offer accessible, high-quality and high-value health care services in a financially stable manner.



Our Principles

Person-Centered Care

Natividad considers the whole person, including overall well-being, the person's social and cultural background and care preferences. We work collaboratively to support each person to make informed decisions about their health and health care.

Service Excellence

Our team is dedicated to delivering seamless, top-quality health care. Care, treatment and support are tailored and coordinated to meet the needs of each individual, and everyone in our care is treated with dignity, compassion and respect. We are continually learning, improving services and identifying innovative ways to meet the needs of our diverse communities.

Health Equity

We expand access to health care by meeting people where they are, implementing targeted strategies to address the social determinants of health as well as reducing health disparities and advocating for equitable policies.

Community-Focused

We collaborate with our community to ensure that care and services are comprehensive and accessible to everyone.



Sustainable Stewardship

We carefully and responsibly manage Natividad's resources to align with the mission while pursuing innovative approaches to meeting community needs.

Mission-Driven Workforce

We take pride in our highly talented, committed workforce who have chosen Natividad because of our dedication to serve our communities and provide high-quality care that is equitable. We know how to best meet the needs of our communities because we are reflective of and live in the communities we serve.

Patients Served in Fiscal Year 2024

July 2023–June 2024

11,687
ADMISSIONS

80,996
OUTPATIENT VISITS

5,083
SURGERIES

2,381
BIRTHS

60,886
EMERGENCY VISITS



Inspiring Healthy Lives





Trauma Center

As the area's only Level II Trauma Center, Natividad provides a vital local community service that treats the most severe and critical injuries — saving lives and keeping patients close to home.

“At Natividad, we deliver top quality health care to every patient we serve.”

Dr. Chad Harris, Natividad CEO



Teaching Hospital

Our extensive education programs train health professionals and students across a variety of disciplines every year. Our UCSF-affiliated Family Medicine Residency program prepares graduates to meet the needs of underserved communities.



Acute Rehab Center

Natividad's Sam Karas Acute Rehabilitation Center helps patients recovering from illness or injury reach their goals and have the skills they need to get home and get back to living life to its fullest.



Indigenous Language Interpreting

Our award-winning indigenous language interpreters help patients and their families communicate in Triqui, Chatino, Zapoteco and three variants of Mixteco.

“Natividad has a neonatal intensive care unit that gives parents hope and infants a fighting chance in life.”

Jennifer Williams,
Natividad Foundation President & CEO



Advanced Perinatal Care

Every year, about 2,400 babies take their first breath at Natividad, while advanced Level III NICU care is available to babies born at Natividad and other hospitals.



Mental Health Services

We offer 24-hour acute mental health care for those in need in a safe and structured environment.

Goals and Strategies



Goal 1
Deliver Exceptional Person-Centered Care

Goal 2
Provide the Highest-Quality Services to Become
Monterey County's Hospital of Choice

Goal 3
Foster a Highly Engaged,
Diverse, Inclusive
Workforce

Goal 4
Promote Efficient
and Sustainable
Operations

Goal 5
Grow and Innovate



The icon indicates that elements of this strategy focus on strengthening alignment and coordination across the County of Monterey Health System

Goal 1: Deliver Exceptional Person-Centered Care

Our primary goal is to provide an outstanding patient experience with compassionate, timely and personalized care. We strive to exceed expectations by prioritizing patient needs, preferences and satisfaction.

STRATEGIES

- 1.1 Create a consistent Natividad culture of person-centered care
- 1.2 Ensure that services are culturally responsive
- 1.3 Ensure that services are easy to access and navigate
- 1.4 Strengthen the continuum of care to provide a seamless patient experience across the County of Monterey Health System 
- 1.5 Develop and implement the “We Are Natividad” customer service excellence program

OUTCOMES

- A. Achieve or maintain the highest patient experience scores
- B. Increase patients' and family members' engagement
- C. Increase timely access to County of Monterey Health System services
- D. Increase culturally responsive services and language access

“We feel like we’ve known Natividad for a long time. They’re like family.”



Miranda Torres-Maravilla,
Mom to baby Mia,
born at 27 weeks



Goal 2: Provide the Highest-Quality Services to Become Monterey County's Hospital of Choice

Our focus is on consistently delivering high-quality services to our patients. We adhere to evidence-based practices and continuously evaluate and improve our services to ensure the best outcomes for our patients.

STRATEGIES

- 2.1 Monitor and continue to implement initiatives to achieve the highest quality and service-related ratings
- 2.2 Select and implement an effective Electronic Health Record system to provide and coordinate high-quality services 
- 2.3 Use data and metrics to inform decision-making and support ongoing performance improvement
- 2.4 Leverage population health initiatives to address the county's most prevalent health issues 

OUTCOMES

- A. Continue to achieve top marks on quality, including for Leapfrog and CMS Hospital Star Ratings
- B. Continue to excel with accreditation and regulatory agencies
- C. Enhance and optimize *Just Culture* to encourage open communication, improvement and accountability
- D. Complete transition to new Electronic Health Record system in partnership with the County of Monterey Health Department
- E. Reduce health disparities in patient outcomes

“We have doctors, nurses, specialists and a support team who inspire everyone to live healthy lives.”

Andrea Rosenberg,
Natividad Chief Ancillary and
Support Services Officer



Goal 3. Foster a Highly Engaged, Diverse, Inclusive Workforce

We are committed to cultivating a highly engaged workforce that reflects the full range of our community's diversity and is welcoming and inclusive. By supporting staff trainings and professional development, recognizing individual contributions and promoting inclusivity, we aim to create a positive and collaborative work environment and to be an employer of choice.

STRATEGIES

- 3.1 Develop and implement a recruitment, onboarding and retention plan, with an emphasis on wellness, belonging and equity
- 3.2 Expand employee engagement initiatives with ongoing input from staff
- 3.3 Expand support and partnerships for the education of the future health care workforce
- 3.4 Identify and support staff performance management efforts

OUTCOMES

- A. Improve recruitment and retention of permanent staff
- B. Increase employee engagement
- C. Increase participation in Natividad's employee wellness program
- D. Strengthen Natividad's education partnerships for the future health care workforce
- E. Increase utilization of performance management tools

"It's the amazing people who make it great. Everyone here has so much drive to do their job well, so much compassion for the people they help, and kinship with each other to help when the going gets tough."


Kevin Y. Pina-Romero,
Natividad Medical Unit Clerk



Goal 4: Promote Efficient and Sustainable Operations

We are dedicated to optimizing our operations to ensure efficiency and fiscal sustainability. By implementing streamlined processes, embracing technological advancements and practicing responsible resource management, we aim to maximize value while minimizing inefficiencies.

STRATEGIES

- 4.1 Monitor annual financial targets and metrics and identify opportunities for improvement
- 4.2 Leverage quality improvement initiatives to improve operations and coordination across the County of Monterey Health System 
- 4.3 Conduct an annual review of the strategic plan to track progress and update accordingly

OUTCOMES

- A. Establish annual budget to achieve strategic needs
- B. Continue to increase operational alignment and coordination with County of Monterey Health System services
- C. Increase Natividad staff and stakeholder awareness of strategic plan priorities, progress and accomplishments

“My job empowers me to educate, listen to our patients’ stories and to provide the support families need to make difficult decisions about their loved one’s care. I love being part of a team of doctors and nurses whose focus is all about the patient and their families.”


Sophia Zadubera,
Natividad Staff Nurse II



Goal 5. Grow and Innovate

We actively support growth and innovation within our organization. By encouraging creativity, embracing new ideas and staying at the forefront of advancements in health care, we strive to continuously improve our services and explore new opportunities for positive change.

STRATEGIES

- 5.1 Evaluate and strategically grow selected service areas to meet community needs
- 5.2 Develop and implement a communication and marketing plan
- 5.3 Complete and implement the campus master plan to ensure Natividad's facilities meet priority needs 
- 5.4 Continue leading and contributing to the health care policy arena to advance health equity
- 5.5 Partner with Natividad Foundation to maximize alignment

OUTCOMES

- A. Optimize and expand community and patient mission-focused programs and service lines
- B. Increase marketing presence and outreach activities that reflect Natividad's mission
- C. Complete Facility Master Plan
- D. Increase role in health policy leadership
- E. Strengthen philanthropic partnership with Natividad Foundation

“Every day presents new opportunities to make a difference, and I am excited to continue contributing to our shared mission of providing exceptional patient care and service.”

Jenna Fishbine,
Natividad Staff Nurse II



Acknowledgements

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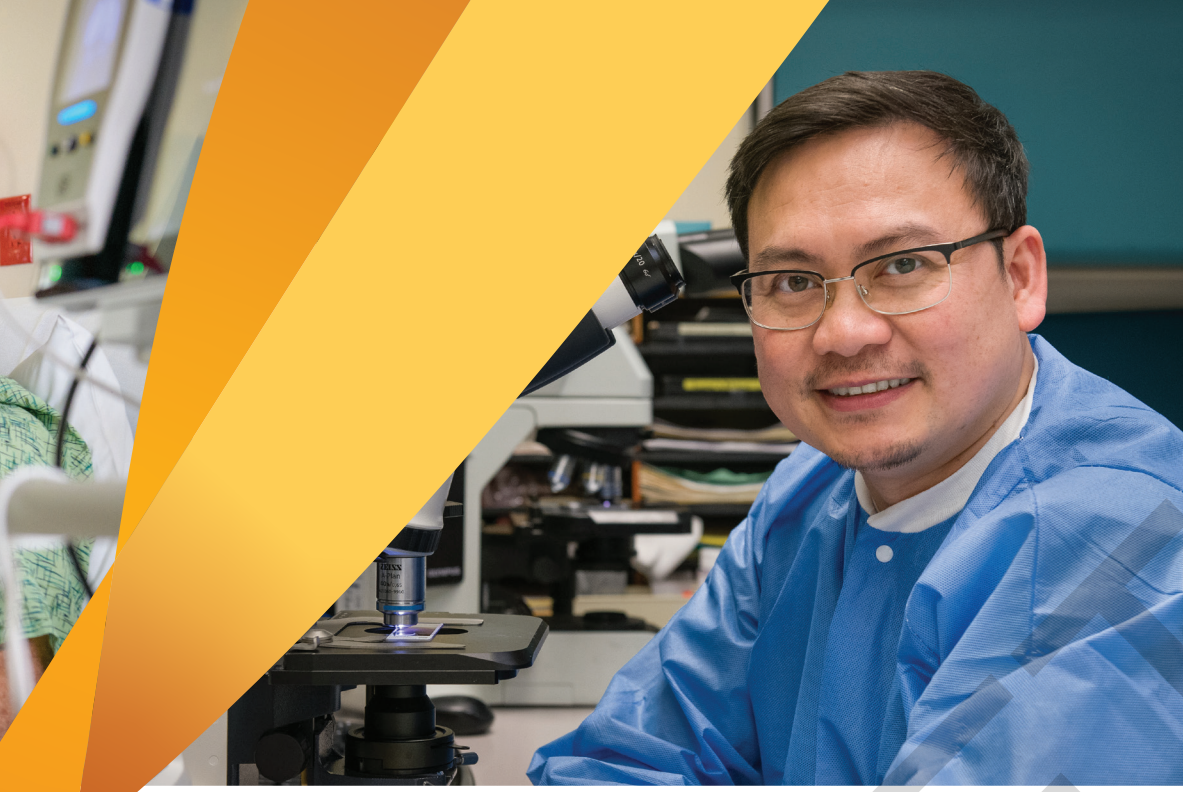
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